

STRATEGIC GUIDANCE

Mayor Sylvester Turner

February 2023



Grand opening of the new Alief Neighborhood Multi-Service Center



Members of the community tour the new Sunnyside Health and Multi-Service Center

To the Citizens of Houston,



It's an honor to serve as Mayor of the greatest City in our nation. Over the last seven years we have faced many challenges from Hurricane Harvey to Winter Storm Uri to the COVID19 Pandemic. Through it all, Houston stands stronger than ever. We are better today than we were yesterday, and we'll be better tomorrow than we are today. And that's because we put in the work - shared sacrifice - to make Houston the resilient City it is today. Our work is never

done and over the next twelve months we will continue that progress.

This strategic guidance document will outline my priorities: *Public Safety; Complete Communities; Service and Infrastructure; Sound Financial Management; and Resilient Houston*. These five key priorities have shaped the development of the budget since my first proposed budget in Fiscal Year 2017 and will guide the development of the upcoming Fiscal Year 2024 Budget.

No single priority can accomplish the quality-of-life Houstonians expect and deserve to thrive in this great city. Whether it's improving and upgrading parks in under-resourced communities to improving public safety and reducing the harms caused by violent crime, every priority is key to the success of our City.

To support the development of this document nearly 2,500 Houstonians were surveyed. Houstonians shared their feedback on the priorities that are the most impactful and most important to their communities. Public Safety and Service & Infrastructure are recognized as priorities that are impactful and important across the City of Houston. I invite you to explore this document and learn more about the five priorities, the objectives for each priority, and key initiatives and action plans set forth to accomplish our goals.

Sincerely,



Sylvester Turner
Mayor



Priority 01

SOUND FINANCIAL MANAGEMENT

Mayor Turner has committed to ensuring the financial health of the City of Houston since taking office in 2016. In 2017, with the help of voters, we achieved historic pension reform. The reform immediately reduced an \$8.1 billion liability and put in place a responsible plan to pay off the balance over 30 years. In January of 2022, Mayor Turner introduced Other Post Employment Benefits (OPEB) reforms, projected to reduce the City’s OPEB Liability from \$9.1 billion to \$4.5 billion. The City's net position, which is a strong indicator of a government's financial standing, was the highest in the last ten years at \$5.9 billion as of the end of FY22, an increase of \$2.2 billion compared to FY21.

OBJECTIVES

1. Maintain a healthy fund balance	2. Continue to reduce long-term liabilities	3. Transition to an outcome-based budget	4. Effectively manage and leverage state and federal grant dollars	5. Maintain strong credit rating
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KEY INIATITVES

Initiative
01

PROMOTE FISCAL RESPONSIBILITY

OVERVIEW

Promote Fiscal Responsibility focuses on effectively managing all operating, capital, and grant funds in the City of Houston, as well as maintaining a balanced budget with a strong fund balance.

HOW TO MEASURE SUCCESS

- Percent General Fund, fund balance above 7.5% of expenditures less debt
- Credit agency ratings
- Number of Financial Policies in compliance
- Number of audit findings
- Number of federal and state grant findings

Initiative
02

OUTCOME-BASED BUDGET

OVERVIEW

Outcome-Based Budgeting will transform the way City leadership makes decisions on the allocation of financial resources by focusing on the expected results and outcomes of City services and programs. The City will begin the implementation of OBB in Fiscal Year 2024.

HOW TO MEASURE SUCCESS

- Implement phase 1 of Outcome-Based Budgeting
- Identify Citywide programs

Initiative
03

OTHER POST EMPLOYMENT
BENEFITS (OPEB)

OVERVIEW

The **OPEB** Reform that materialized earlier this year (Jan 1, 2022) is projected to reduce the City's Net OPEB Liability (NOL) from \$9.1B to \$4.5B incurring savings of more than half (\$4.6B) over 30 years. Like Pension Reform, the Mayor's changes on OPEB are lifting another significant barrier for the City. This reform will enhance the City's financial viability and stability.

HOW TO MEASURE SUCCESS

- \$ decrease in long-term liabilities
- Create fund to meet the current and future liabilities

Initiative
04

OPEN FINANCE

OVERVIEW

The **Open Finance** Initiative uses technology to engage citizens and increase financial transparency by allowing Houstonians to track how their money is being spent. The Open Finance Initiative will achieve a high standard of financial transparency by providing metrics, interactive visualizations, and downloadable data for Open Budget, Open Checkbook, and Open Payroll to the public .

HOW TO MEASURE SUCCESS

- Complete implementation of all modules: Open Budget, Open Payroll, and Open Checkbook
- Achieve the Texas Comptroller of Public Accountants’ Transparency Stars

Initiative
05

FEDERAL FUNDING COMPLIANCE

OVERVIEW

The **Federal Funding Compliance** Initiative focuses on seeking, applying for, and effectively administering Federal, State, and other grants that address the City’s priorities and policy objectives. This initiative achieves compliance with Federal (Title 2 U.S. Code of Federal Regulations (CFR) Part 200, Uniform Administrative Requirements), State (State of Texas Uniform Grants Management Standards (UGMS)), and Local regulations.

HOW TO MEASURE SUCCESS

- Accurate preparation and timely submission of citywide quarterly Schedule of Expenditures of Federal (SEFA) & State (SESA) Awards
- Number of federal and state grant findings
- Timely submission of quarterly and annual reports to relevant federal and state grantor agencies
- Maximizing reimbursements for all eligible expenses



Priority 02



PUBLIC SAFETY

Mayor Turner has committed to ensuring that every Houstonian can live in a safe community. The City will support Houstonians with well-coordinated public safety and social services and ensure our neighborhoods foster healthy lifestyles. Additionally, the City strives to utilize an all-hands on deck approach, in partnership with Houston communities, to reduce violent crime and achieve sustainable reductions.

OBJECTIVES

1.

Provide responsive and efficient public safety services

2.

Improve public safety through effective crime prevention and enforcement

3.

Reduce the murder rate to pre-pandemic levels

4.

Increase the number of police officers and firefighters

5.

Reduce the number of guns on the street

6.

Improve police officer and firefighter retention and attrition rates

7.

Increase the use of technology to enhance crime fighting capabilities

KEY INIATITVES

Initiative
01

ONE SAFE HOUSTON

OVERVIEW

One Safe Houston is a holistic crime reduction initiative, which focuses on four (4) key areas: (1) Violence Reduction and Crime Prevention; (2) Crisis Intervention, Response and Recovery; (3) Youth Outreach Opportunities; (4) Key Community Partnerships.

HOW TO MEASURE SUCCESS

- Number and percent decrease in violent crime
- Number of guns removed from the street

Initiative
02

POLICING REFORM

OVERVIEW

On April 29, 2021, Mayor Turner outlined his plans to implement a significant number of the recommendations submitted by the Mayor's Task Force on Policing Reform to improve accountability, transparency, change police policies, and build mutual trust and respect with the community.

HOW TO MEASURE SUCCESS

- Number of civilian complaints
- City of Houston's Police Transparency Hub
- Number of Task Force Recommendations Implemented

Initiative
03

EMERGENCY MEDICAL
SERVICE (EMS)

OVERVIEW

Approximately 87% of the calls for service to the Houston Fire Department are EMS related. The EMS initiative seeks to maintain and improve clinical care outcomes and department's ability to respond to surges in demand. The initiative will do this through training and response model adjustments. HFD is committed to budgeting for 2 Paramedic classes each fiscal year providing the ability to maintain and expand the Paramedic rotation program. Other efforts include adding 5 peak time basic life support units, and the replacement of 5 Paramedic transport units with Paramedic squads. Paramedic squads can respond and return to service faster than transport units.

HOW TO MEASURE SUCCESS

- Clinical care outcomes – Cardiac arrest survival and resuscitation rates
- Expansion of rotation stations
- Customer Satisfaction Information
- Credentialed Paramedic Headcount
- Maximization of the Emergency Telehealth and Navigation (Ethan) Program – number of patient contacts with Ethan physicians

Initiative
04

RECRUITMENT AND RETENTION

OVERVIEW POLICE

This initiative seeks to increase the number of police officers and reduce attrition. When Mayor Turner came into office in January 2016, 38% of the 5,200 police force were eligible to retire, roughly 2,000 officers. Since then, we have hired 1,991 officers and reduced the percent eligible to retire down to 29%. To further increase recruitment efforts, we initiated a \$10,000 incentive program increasing the cadet/probationary officer total base compensation from \$42,161 to \$52,161.

OVERVIEW FIRE

This initiative seeks to increase the number of fire fighters and reduce the attrition. The administration is committed to hiring 350 cadets each fiscal year to improve department headcount. Since January 2016, we have hired 1,377 cadets. Other efforts include an increase in the cadet base salary of 28%, and implementation of a certified cadet incentive program, \$2,500 for certified EMTs and \$3,000 for certified Paramedics. To further increase recruitment efforts, we initiated a 3 year, 18% across the board pay raise for all rank-and-file members.

HOW TO MEASURE SUCCESS

- Percent eligible to retire
- Number of new police officers/firefighters added

Initiative
05

YOUTH SUPPORT AND
DEVELOPMENT

OVERVIEW

Data indicates that violent crimes by juveniles peak during out-of-school and after-school-time, the **Out 2 Learn** program expands access to high-quality out-of-school programming for youth to increase enrichment and decrease idle time. Additionally, trauma or exposure to violence can lead to severe mental health problems and increase the likelihood of juvenile justice involvement, the **Be Well, Be Connected** program acts proactively, offering mental health care to youth ages 9-17 who have serious and persistent mental illnesses.

Additionally, Mayor Turner’s **Hire Houston Youth** serves as the facilitator to connect youth to local jobs where they are empowered with an “earn and learn” opportunity in Houston’s dynamic economy. Youth, age 16–24, are offered eight-week paid summer jobs and internships at the City of Houston, the public, private, and philanthropic sectors.

HOW TO MEASURE SUCCESS

- Number of out-of-school program providers available on the O2L network platform
- Number of young people, parents and educators taking advantage of O2L programming
- Houston-area youth receiving mental health services via the Be Well Be Connected program
- Number of youth hired



Priority 03

COMPLETE COMMUNITIES

Complete Communities was launched in 2017 to revitalize Houston’s most under-resourced neighborhoods, the mission is to create a more equitable and prosperous city for all Houstonians by working with local stakeholders and cross-sector partners to improve designated neighborhoods. Mayor Turner is committed to promoting and facilitating the implementation of innovative community-identified projects and programs that address needs and improve access to services for residents and businesses in the Complete Communities.

OBJECTIVES

- | | | | | |
|---|--|---|---|--|
| 1.
Ensure equal access to opportunity and prosperity | 2.
Support economic growth and jobs | 3.
Ensure quality affordable housing options throughout the City | 4.
Provide vibrant and enjoyable activity, parks, and recreation centers | 5.
Promote healthy, safe, livable and connected neighborhoods |
|---|--|---|---|--|

KEY INIATITIVES

Initiative
01

ILLEGAL DUMPING INITIATIVE

OVERVIEW

The City of Houston prioritizes and utilizes several mechanisms to combat illegal dumping by third parties, a practice that disproportionately plagues distressed communities in Houston and many municipalities throughout the country. The City has spent millions combating illegal dumping to reduce blight in these communities. The additional investment allows the Solid Waste Department expedite the removal of illegal dumping; as code enforcement officers use various forms of monitoring and video surveillance to aggressively pursue violators and issue fines up to \$4000 per incident.

HOW TO MEASURE SUCCESS

- Number of cases resolved
- Average days to resolve

Initiative
02

PARKS INITIATIVES

OVERVIEW

50/50 Park Partners Initiative is Mayor Turner’s public-private partnership aimed at improving 22 neighborhood parks. The selection of the 22 parks, two in each council district, marks the next steps toward upgrading 50 neighborhood parks run by the city’s Parks and Recreation Department. Additionally, Mayor Sylvester Turner is working with the Houston Parks and Recreation Department on upgrading neighborhood parks through the Mayor’s **Love Our Parks** Initiative.

HOW TO MEASURE SUCCESS

- Number of parks complete

Initiative
03

HOMELESS INITIATIVE

OVERVIEW

Through the city’s globally recognized, multi-faceted Homeless Initiative, Mayor Turner is leading our community’s response to reduce homelessness. From the time when Mayor Turner took office in 2016, a record 21,000 homeless individuals were housed (with services) through the regional, collaborative The Way Home program, that has been helping reduce homelessness by 63% over the past decade. Mayor Turner is focused on further reducing homelessness through housing and holistically decommissioning encampments.

HOW TO MEASURE SUCCESS

- Number of Individuals experiencing homelessness permanently housed
- Retention/recidivism rate of housed client
- Opening of the state’s first Housing Navigation Center
- Number of encampments holistically decommissioned through housing

Initiative
04

SINGLE FAMILY HOUSING

OVERVIEW

The Single- family Housing Initiative will deliver 3,000 new homes by December 2023.

HOW TO MEASURE SUCCESS

- Number of homes built
- Number of homes under construction

Initiative
05

BETHUNE EMPOWERMENT
CENTER

OVERVIEW

The Bethune Empowerment Center (BEC) is a centralized workforce and economic development hub in the Acres Home community. It is a signature capital project through the physical transformation of the Bethune Academy campus at 2500 S. Victory Drive. A coalition of partners will co-locate in the BEC to provide a collective impact on the job training, apprenticeships, skill-building services, small business resources, co-working spaces, and business incubators.

HOW TO MEASURE SUCCESS

- Completion of the Phase 1 and Phase 2 renovations of the campus’ existing buildings
- Construction of a maker space and parking garage
- Number of people served
- Number of businesses and nonprofits leasing space at the BEC

Initiative
06

SUNNYSIDE SOLAR FARM

OVERVIEW

Through an estimated \$70 million private investment, the 50-megawatt Sunnyside Solar Farm is designed to become the largest urban solar farm in the United State. The Sunnyside Solar Farm will provide significant economic benefits to the neighborhood and rectify historical inequities by converting a 250-acre abandoned landfill into a clean-energy center.

HOW TO MEASURE SUCCESS

- Completion of the solar farm construction and interconnection
- Number of Complete Communities residents employed
- Green energy capacity added to the grid (kws) on annual basis

Initiative
07

COMMUNITY FACILITIES

OVERVIEW

Mayor Turner is committed to bringing on-line new and renovated community facilities such as the recently opened state-of-the-art 63,000 sq ft Alief Neighborhood Multi-Service Center and the 57,000 sq ft Sunnyside Health and Multi-Service Center. In addition, two new libraries, The Montrose Neighborhood Library and the Dr. Shannon Walker Neighborhood Library, are scheduled to come on-line this fall.

HOW TO MEASURE SUCCESS

- Number of new and renovated facilities brought on-line

Initiative
08

DIGITAL EQUITY - BROADBAND ACCESS

OVERVIEW

Mayor Turner is committed to closing the digital divide by expanding the access and adoption of high-speed internet in our underserved communities. The COVID19 pandemic exposed the systemic inequalities in our communities and the need for everyone, regardless of income, to be ‘connected’ to the digital world.

HOW TO MEASURE SUCCESS

- By June 30, 2026: Increase affordable, high-speed home internet access for residents in Complete Communities below the poverty line from 63% to 90%
- By December 31, 2023: Publish Request for Proposals (RFP) to ISP vendors and evaluate responses to increase high-speed internet access (minimum bandwidth of 100Mb/100Mb) for Complete Community residential areas of Acres Homes, Kashmere Gardens, and Gulfton.
- By December 31, 2023: Increase number of free public Wi-Fi hotspots in City of Houston Complete Community neighborhoods community centers by 25%



Priority 04

SERVICE & INFRASTRUCTURE

The City of Houston is the fourth largest city in our nation and one of the fastest growing cities. Mayor Turner recognizes the importance of enhancing our infrastructure to sustain our population growth. On November 15th, 2021, Mayor Turner joined President Biden at the White House to celebrate the signing of the Infrastructure Investment and Jobs Act (IIJA, also known as the Bipartisan Infrastructure Law), a sweeping \$1 trillion bipartisan infrastructure package, capping weeks of intense negotiations and debate. In addition, the Inflation Reduction Act Bill, the CHIPS Act, and the Science Act will provide support to municipalities across the nation. These three bills will ensure much needed dollars are available to address aging infrastructure. They have already proven beneficial to the City of Houston.

OBJECTIVES

1.

Improve drainage and flood mitigation

2.

Reduce traffic through improved streets and access to transit and mobility options

3.

Ensure that infrastructure accommodates growth and meets community needs

4.

Improve the City's service delivery infrastructure

Initiative
01

INFRASTRUCTURE INVESTMENT AND
JOBS ACT FUNDING

OVERVIEW

The Government Relations Team will continually monitor when the notice of funding opportunities are published and coordinate with city departments in crafting applications for these competitive grant programs. The IJA has the potential to provide significant funding for projects, and we look forward to Houston’s continued success in capitalizing on these opportunities.

HOW TO MEASURE SUCCESS

- Number of grants received

Initiative
02

NORTH HOUSTON HIGHWAY
IMPROVEMENT PROJECT (NHHIP)

OVERVIEW

The NHHIP is designed from IH 45 North Corridor from Beltway 8 North to and around Downtown Houston. It will provide connectivity for residents and businesses within and beyond the State of Texas. The NHHIP can be a transformational and generation-level project. Done correctly, NHHIP will enhance connectivity, increase mobility, and significantly lower flood and existing parks and greenspace impacts. On December 19, 2022, Mayor Sylvester Turner signed a Memorandum of Understanding (MOU) with TxDOT) regarding the NHHIP.

HOW TO MEASURE SUCCESS

- Fully executed agreement committing the state to provide \$20 million toward North Canal drainage improvements
- Number of Coordination/Design meetings with TxDOT and partners

Initiative
03

STREET REHABILITATION

OVERVIEW

The program will extend the life of Houston’s local streets and major thoroughfares based on our community’s needs and data. The initiative will work towards improving street surfaces, curbs, stormwater inlets, sidewalks and accessibility ramps. To improve 100% of Houston’s local streets and major thoroughfares this plan will take over 40 years.

HOW TO MEASURE SUCCESS

- Over 600 lane miles of streets have been rehabilitated since this initiative began in FY21
- \$50M invested annually for the design and construction of rehabilitation projects.
- Goal: 340 LM rehabilitated within 12 months

KEY INIATITVES

Initiative
04

POTHOLE INITIATIVE

OVERVIEW

The program, launched in January 2016, promises to assess and address each pothole by the next business day after its reported. Since its inception, the program has proactively filled over 465,000 potholes and 99% of customer reported potholes by the next business day. City repair crews have maintained consistent performance in the aftermath of major disasters such as the Tax Day Flood, Memorial Day Flood and Hurricane Harvey.

HOW TO MEASURE SUCCESS

- 99% of customer reported potholes are filled by the next business day

Initiative
05

STORM-WATER
ACTION TEAM (SWAT)

OVERVIEW

The SWAT program was established with the goal to reduce localized drainage challenges not directly subject to riverine/bayou overbank flooding. SWAT is tasked with providing upgrades to existing drainage systems assuring acceptable functionality during normal rain events.

HOW TO MEASURE SUCCESS

- \$20M invested in design & construction of drainage rehabilitation projects for all Council Districts combined per fiscal year (additional \$20M allocated for FY23)
- Rehabilitation projects completed within 12-18 months

Initiative
06

VISION ZERO

OVERVIEW

Vision Zero prioritizes safety and accessibility in street design for people of all ages and abilities. Everyone deserves safe, accessible streets and sidewalks. That’s why Houston is committed to ending traffic deaths and serious injuries by 2030. We can prevent people from dying on our roadways. No loss of life is acceptable.

HOW TO MEASURE SUCCESS

- Number of safe street projects underway
- Number of people engaged
- Decrease in road fatalities

Initiative
07

CONSENT DECREE

OVERVIEW

The City of Houston’s consent decree will provide \$2B in improvements to upgrade Houston’s aging wastewater system to keep up with Houston’s rapidly growing population. Over the next 15 years, the City will fix aging wastewater lines and upgrade infrastructure.

HOW TO MEASURE SUCCESS

- Complete all work required each year under the scope of work in the Consent Decree

Initiative
08

BUILD HOUSTON FOWARD

OVERVIEW

The Build Houston Forward initiative enhances quality of life by minimizing flooding and improving mobility, street and bridge infrastructure, and public safety and economic vitality.

How to Measure Success

- Amount of funding appropriated by City Council to construct Build Houston Forward projects
- Number of Build Houston Forward projects completed (contracts accepted by City Council)
- Grant funding committed to Build Houston Forward projects through Federal and State programs
- Number of public engagement meetings conducted to gather community input on Build Houston Forward projects

Initiative
09

AIRPORT EXPANSION
OPERATION

OVERVIEW

(IAH) Bush Intercontinental - IAH Terminal Redevelopment Program (ITRP): ITRP is creating a new terminal, concourses, parking, new baggage system and renovating existing aged terminal space for the expansion of the Mickey Leland International Terminal (MLIT) with a new International Central Processor. It will house new ticketing counters and baggage claims and a 17-lane security checkpoint that will be one of the largest in the country. New D West Concourse building scheduled for completion October 2023, and Concourse opening December 2023. It will house 10 new narrow-body gates that accommodates up to 6 wide-body aircraft simultaneously. New additional parking levels will open in January 2024, and the New International Terminal Central Processor opening scheduled for the 4th quarter of 2024.

(IAH) Bush Intercontinental – Domestic Redevelopment Program (DRP): To support the airlines’ growth plans in Houston, HAS and airlines will complete a major Capital Improvement Program (CIP), that will include the modernization and expansion of the existing Terminal A building. Modernization includes architectural refresh of interior space, expansion & additions of restroom cores, new gate and ticket counters, wayfinding, life safety systems, IT infrastructure, Outbound Baggage System improvements, and replacement of 27 Passenger boarding bridges.

(HOU) Hobby Domestic Redevelopment Program: HAS and airline partners will complete a seven (7) gate expansion of the Western Concourse and reconfiguration and expansion of the domestic baggage claim. This renovation will handle Boeing 737 and Airbus 320 series planes with a planned Grand Opening day in 2025 providing increased capacity to the Houston area into 2030, strengthening Hobby Airport’s position as the Gateway to Latin America. The expansion has an anticipated Q2 2023 Construction Start.

Houston Spaceport: In 2018 HAS initiated the development of the 434 acres site at the Houston Spaceport that is leased to three major tenants: Axiom Space, Intuitive Machines, and Collins Aerospace. The anticipated completion dates for Axiom Space and Intuitive Machines is scheduled for May 2023, with Collins Aerospace completed as of July 2022. These 3 companies alone will generate more than 1,800 jobs in Houston.

HOW TO MEASURE SUCCESS

- Number of passenger enplanements
- Number of flights
- Number of jobs created

Initiative
10

HAZARD MITIGATION IMPROVEMENT

OVERVIEW

- The City of Houston was approved for four hazard mitigation grant projects (HMGP) by FEMA as a result of Hurricane Harvey:
- **Inwood Forest** Golf Course Detention is to be repurposed for 12 stormwater detention basins to provide flood reduction benefits to homes in the area.
 - **North Canal** High Flow Diversion Channel Project consists of two high-flow channel diversions and upstream channel improvements that will benefit residential areas along White Oak Bayou and Buffalo Bayou to directly protect downtown facilities.
 - **Tax Increment Reinvestment Zone (TIRZ) 17** is to build a storm sewer system to route storm water to a subterranean detention basin.
 - **Lake Houston** Dam Project is to construct 11 new gates to enable the lowering of lake levels in a timely manner in advance of a forecasted flood event.

HOW TO MEASURE SUCCESS

- Inwood Forest**
- Authorize Construction
 - Coordinate with Buffalo Bayou Partnership Phase I Amenity Improvements

- North Canal**
- Authorize Phase I Final Design Service
 - Complete Environmental Assessments
 - Acquire North Canal Right of Way from Metro

- TIRZ 17**
- Complete Preliminary Design Phase Services
 - Identify Subterranean Basin Location
 - Acquire Property Easements

- Lake Houston**
- Authorize Final Design Phase Services
 - Obtain State Funding for Proposed Gate Structure

- Ruffino Hills**
- Obtain Federal FEMA Funding for Project
 - Authorize Preliminary Design Phase Services
 - Acquire additional Ruffino Hills Property for Regional Detention



Priority
05

RESILIENT
HOUSTON

Mayor Turner has committed to *Resilient Houston*, the City’s resilience strategy, which was released on February 12, 2022. Resilient Houston provides a framework for collective action for every Houstonian, our diverse neighborhoods and watersheds’ City departments, and local, regional, and partners. The strategy links existing efforts and new efforts that work collectively to protect Houston against future disasters – from hurricanes to extreme heat waves – and chronic stresses such as aging infrastructure, poor air quality, and flooding.

OBJECTIVES

<p>1.</p> <p>A healthy place to live</p>	<p>2.</p> <p>An equitable, resilient, inclusive, and affordable city</p>	<p>3.</p> <p>A leader in climate adaptation and mitigation</p>	<p>4.</p> <p>A city that grows up, not out</p>	<p>5.</p> <p>A transformative economy that builds forward</p>
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KEY INIATITVES

Initiative
01

RESILIENT HOUSTON PLAN

OVERVIEW

Resilient Houston provides a framework for collective action for every Houstonian, our diverse neighborhoods and watersheds, City departments, and local, regional, and partners. The strategy links existing and new efforts that work collectively to protect Houston against future disasters—from hurricanes to extreme heat waves—and chronic stresses such as aging infrastructure, poor air quality, and flooding.

HOW TO MEASURE SUCCESS

- Number of actions completed
- Number of actions in progress

Initiative
02

CLIMATE ACTION PLAN

OVERVIEW

On April 22, 2020 – the 50th anniversary of Earth Day – the City launched the science-based, community-driven Houston Climate Action Plan to reduce greenhouse gas (GHG) emissions, meet the Paris Agreement goal of carbon neutrality by 2050, and lead the global energy transition.

HOW TO MEASURE SUCCESS

- Number of actions completed
- Number of actions in progress
- Amount of GHG reduced
- Successful launch of Houston Earth Day Event

Initiative
03

ENERGY RESILIENCE AND ENERGY
TRANSITION

OVERVIEW

By investing in green power, the City hopes to drive further investment and development in the renewables market. Further, the City also strives to help make green power more affordable and accessible for everyone, including rooftop solar installation and decarbonization of buildings.

HOW TO MEASURE SUCCESS

- Generate 5 million MWh of local solar per year across Houston by 2050
- Number of Households and businesses purchasing renewable electricity plans
- Number of microgrid, solar, and battery storage systems installed on municipal properties and under-used land
- Energy efficiency scores for municipal buildings

Initiative
04

COMMUNITY RESILIENCE

OVERVIEW

In Houston, a community's ability to withstand, adapt, and recover from a stress or shock is community resilience. Hazard mitigation planning is a central tenet of creating, promoting, and maintaining community resilience and sustainability. One avenue to strengthen community resilience is by leveraging our rich tradition of arts and culture unique to Houston’s diverse neighborhoods.

HOW TO MEASURE SUCCESS

- Number of people served through resilience initiatives
- Number of community stakeholder meetings held
- Number of times translators were included in a community meeting
- Number of emergency preparedness presentations/ training
- Number of people registered for AlertHouston

Initiative
05

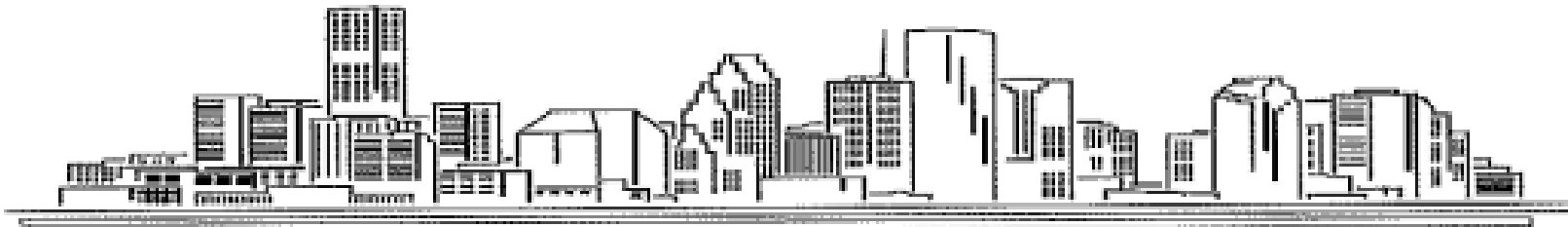
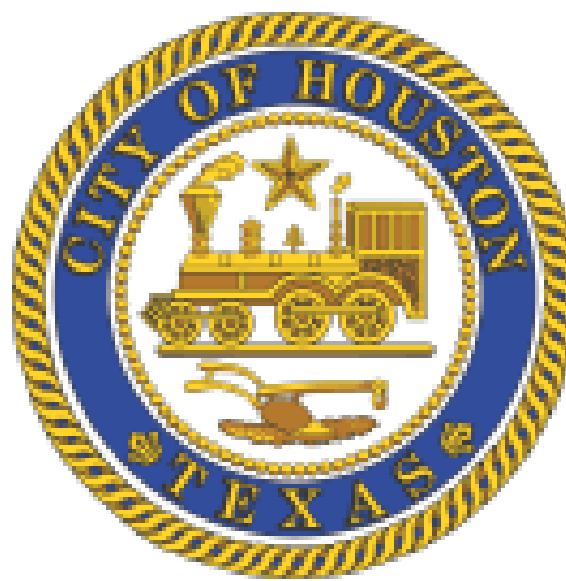
NATURE BASED SOLUTIONS

OVERVIEW

Adapting to a changing climate requires a continued paradigm shift. The City of Houston will shift away from trying to control nature and toward using nature to our benefit: to clean our air, cool our sidewalks, absorb water, reduce our energy costs, and keep us safer and healthier. As we develop new ways of living safely with water and engineering with nature, we can share that expertise with other cities and communities.

HOW TO MEASURE SUCCESS

- Number of new native trees planted by 2030
- Number of green stormwater infrastructure (GSI) projects implemented by 2025
- Number of acres of greenspace preserved or restored
- Park equity metric to ensure that low-income areas have green space comparable in quality and quantity to middle-and high-income areas
- Number of public engagements that educate how to incorporate native plants, bioswales, rain gardens, green roofs, and urban gardens into residential and commercial landscaping.
- Number of City employees trained through the ENVISION certification process.



Mayor Sylvester Turner's Priorities

Houston: A welcoming city that works for all.